

Full Business Case (FBC)

1. General Information

Directorate	Change and Support Services	Portfolio/Committee	Committee
Project Title	USE-IT! (UNLOCKING SOCIAL AND ECONOMIC INNOVATION TOGETHER)	Project Code	Forward Plan ref: 0002918/2017
Project Description	<p>Background</p> <p>The UIA Programme is a new initiative of the European Commission that has been launched to address urban challenges. It is the only funding stream that provides an opportunity to tackle urban poverty as a whole without having to deal with fragmented (often conflicting) funding streams. Local authorities were the only organisations invited to bid as it has been proved they are best placed to assess the scale of urban challenges and come up with innovative ideas on how to tackle them.</p> <p>Birmingham City Council is the Co-Chair of the EUROCITIES EU Urban Agenda Working Group and has also been invited to one of the thematic partnerships working on urban poverty at the EU level. This EU level engagement has positioned the city positively and allowed us to draw down funding for this project.</p> <p>Approval to bid was obtained from the Cabinet on 22 March 2016.</p> <p>Full application was duly submitted to the Urban Innovative Actions on 31 March 2016. Birmingham's bid was one of 378 proposals submitted by local authorities from across Europe. We were notified that our application has been accepted on the 12 of October 2016 as the only English project among only 18 projects from Europe.</p> <p>Birmingham proposal titled USE-IT! (Unlocking Social and Economic Innovation Together) totals £3.13m (€3.64m). 80% of which will be grant (£2.51m) and 20% match funding from partners (£0.62m). The USE-IT! Project will be managed by Birmingham City Council on behalf of a consortium of public, HE, private and the third sector partners. The large and innovative partnership brings together 15 local partner organisations as well as Sandwell MBC and KPMG who are associate partners. £2.51m grant is available over 3 years (+ 1 year for project closedown and dissemination).</p> <p>The project budget has been distributed between all 15 partners and all of them are a part of the consortia. Partnership Agreements (Conditions of Grant Aid) will be signed with all 14 partners. Detailed budget profile breakdown, approved by the European Commission has been shown below (point 2).</p> <p>Project proposal:</p> <p>The project will test new place-based approaches to urban poverty in the Greater Icknield transect, focussing on the interconnectedness of a number of causal factors that contribute towards cyclical poverty, like lack of aspirations, distance from the labour market, lack of entrepreneurial support. The project will Unlock Social and Economic Innovation Together (USE-IT!) in deprived neighbourhoods; linking micro-assets found within the community (talents, skills, micro-capital) with macro-assets like large infrastructure projects generating jobs and stimulating local economy.</p> <p>In doing so, the project aims to reduce the demand for public services, whilst also boosting the supplier side through citizens and socially innovative producers.</p> <p>The geographical test-bed is the area of Greater Icknield (Birmingham from Ladywood, Soho, to the site of the new Midland Metropolitan Hospital in Sandwell). The University of Birmingham identified this as a functional economic area with significant macro assets (e.g.: the new Hospital, four major housing redevelopments) and persistently high levels of multiple deprivation.</p>		

Reductions in public sector finance, failure of previous public policies and the increased complexity and fragmentation of initiatives, means that people in many neighbourhoods live with persistent levels of deep-seated poverty.

USE-IT! is innovative in that it aims to buck this trend. USE-IT! will empower citizens and stakeholders to identify their economic and social challenges through Community-led Action Research and to produce solutions built upon the assets rooted in the community, creating new economic opportunities and social capital.

Outcomes

This project's main outcome will be a comprehensive place based model of support (strong partnership working model supported by sustainable financing models) that, if successful, could be transferred to other districts/wards or cities. The project will test the idea of linking large capital investment (in this case the Midland Metropolitan Hospital and Icknield Port Loop Housing development) with micro-assets existing in the community surrounding the investment area i.e. talents, skills, ideas, micro-funding (crowd funding, endowment). In addition to this, a Social Impact Bond scheme is planned to make a positive impact on the public health in the targeted community. This will be launched in the final project phase and has been included in the proposal as an exit and sustainability strategy.

Qualitative outcomes would include a number of social enterprises supported which will be linked to the new hospital and the housing development, i.e. cafes, shops, community gardens etc. The project plans to engage with at least 110 social enterprises and support up to 60 social enterprises (including 15 new start-ups created). 15 local schools will be involved in the social enterprise awareness programme and a total of 45 work placements for the local people will be created within social enterprises.

Employment outcomes within NHS will amount to 225 individuals supported and at least 60 medical jobs filled. The project will also explore pathways into non-medical jobs in NHS for the residents of the Greater Icknield transect. Communities targeted will be from both Birmingham and Sandwell constituencies (50/50 split). Close working relationship has been established with Birmingham Employment team to link residents with the construction sector and other relevant sectors / programmes available (i.e. Youth Promise Plus). This project is unique in that it offers an opportunity for Birmingham Employment Teams to work with Sandwell Employment Teams and allow for cross-referrals and joint actions across geographical boundaries. The aim is to target communities surrounding the main two developments (MMH and Icknield Port Loop Housing Development) and refer people in the community into jobs linked with these large assets.

A part of the project will be an action research project that has been designed to analyse the community and gather data on the scales and reasons of poverty as well as provide answers to questions on how to best support these people out of poverty. A direct impact of this package will be on the people in the community selected as Community Researchers (60 participants). We will support them to raise their aspirations and to access affordable educational and training opportunities.

With residents, local authorities, universities, social enterprise and NHS working as equals, we hope our activities will fundamentally change the way these partners deliver and shape, education and training, investment, business support and community collaborations. We will use the intelligence and results emerging from USE-IT! as a basis for feasibility work to inform how we strengthen and use innovative forms of finance to continue to connect macro-assets and micro-assets longer-term to provide a sustainable way of ensuring the results of the project continue to be supported beyond the UIA programme. We shall do this by putting the residents and their 'lived expertise' at the centre of decision making.

Consultations and strategic fit

The project fits in the Greater Icknield Masterplan and has been thoroughly consulted with Birmingham and Sandwell Development, Planning and Employment Teams.

Consultations continued with the relevant Cabinet Members in December 2016. Councillors consulted included the Cabinet Members for Health and Social Care, Jobs and Skills, Transparency, Openness and Equality, Housing and Homes, Clean Streets, Recycling and Environment who all expressed their support for the project. Extensive consultations were also conducted with all local councillors. Three of them, Cllr Carl Rice, Cllr Albert Bore and Cllr Kath Hartley, attended the first project stakeholder meeting on the 16th of December 2016 and expressed their support for the project (<http://www.uia-initiative.eu/en/uia-cities/birmingham>).

The key principles of the USE-IT! project are:

- Unlock Social and Economic Innovation Together (USE-IT!)
- Reduce demand for public services
- Boost the supplier side through citizens and socially innovative producers
- Create greater innovation that links major urban developments adjacent to poor neighbourhoods
- Create greater substitutability in the use of resource
- Ensure greater integration of the poor into major developments
- Improve city-regional resilience and sustainable urban development
- Empower citizens and stakeholders to identify their economic and social challenges and produce solutions built upon the assets rooted in the community
- Create new economic opportunities and social capital
- Test the idea of linking large capital investment with micro-assets existing in the community surrounding the investment area (i.e. talents, ideas, micro-funding)
- Engage and support social enterprises

Governance

The governance for USE-IT! will be led by an inclusive partnership steering group to drive forward the project implementation and delivery. A particularly innovative feature will be a proposed Community Challenge Panel made up of local citizens. There is a plan to also invite innovation agencies and specialists (e.g. Nesta, Royal Society for the encouragement of Arts, Manufactures and Commerce).

All project partners have well defined roles and responsibilities within the eight Work Packages:

1. Birmingham City Council
2. University of Birmingham
3. Karis Neighbour Scheme
4. iSE (Initiative for Social Entrepreneurs)
5. Birmingham Voluntary Services Council (BVSC)
6. Localise West Midlands
7. Smethwick Church Action Network
8. Co-operative Futures
9. Birmingham City University
10. Canal and River Trust
11. Sandwell and West Birmingham Hospitals NHS Trust
12. Father Hudson's Care (Brushstrokes)
13. Health Exchange CIC
14. Birmingham Chamber of Commerce
15. Citizen Coaching CIC

The following eight Work Packages have been designed:

Work package 1 – Project preparation (Timeframe: 12/2015-10/2016)

Researching, drafting and submitting the bid. (*Lead: Birmingham City Council. Contact: Jennifer.crisp@birmingham.go.uk*)

Work package 2 – Project management (Timeframe: 11/2016-10/2019)

The putting in place of transparent governance structures and processes, to ensure that all project activities are accurately administered and financially compliant with the rules and regulations governing the grant. (Lead: Birmingham City Council, European and International Affairs. Contact: Karolina.medwecka@birmingham.gov.uk and Lesley Poulton, Ladywood District Manager working as Project Partnership Manager. Contact: Lesley.Poulton@birmingham.gov.uk)

Work package 3 – Communication (Timeframe: 11/2016-10/2019)

Managing the communications strategy and actions to enable citizens, public services and academia to come together, practically and meaningfully, to communicate the aims and results of USE IT! (Lead: Birmingham City University. Contact: Susannah.Goh@bcu.ac.uk)

Work package 4 - Community research training: unlocking innovation in Sustainable Urban Development for Deprived Urban Communities (Timeframe: 11/2016-10/2019)

Recruitment and training of 60 Community Researchers (CRs) over the lifetime of USE-IT! These CRs will be enabled to have leadership roles to drive and influence change; they will be trained in research methods aimed at unlocking and linking opportunities in new urban developments. CRs will identify challenges and innovations to problems that traditional public policies have failed.

The work and findings of the Community Researchers will provide community-based intelligence that will feed into all other Work Packages: Their work will inform the creation of a matching skills service to enhance employment support and support for poor communities to spin-out social enterprises that are socially innovative or build economic outputs from existing resources. We will also build on community assets to identify innovative forms of community finance that could be sustainably used longer-term in this area and to support replication. (Lead: University of Birmingham. Contact: P.W.LEE@bham.ac.uk)

Work package 5 - Matching job skills in the community with demand (12/2016-10/2019)

This work package will have a particular (although not exclusive) focus on the health sector, matching job skills in the community with demand. This Work Package will:

- Gather data on existing & future skills shortages in the local economy.
- Link to CRs to discover residents with the appropriate but underutilised qualifications.
- Offer these individuals tailored support to address any immediate day-to-day concerns such as health, legal or benefits advice.
- Pair them with a skills matched mentor.

(Lead: Sandwell and West Birmingham Hospitals NHS Trust. Contact: James.pollitt@nhs.net supported by Conrad Parke, Sandwell MBC Conrad.parke@sanwell.gov.uk)

Work Package 6 - Social enterprise and social production (Timeframe: 01/2017-10/2019)

This work package takes a place-based approach to supporting residents to trade their way out of poverty and social exclusion by supporting the creation of a community of social entrepreneurs. This innovative approach takes the collective use of 'assets' from the community, private enterprise or the public sector to create new replicable economic models to stimulate social enterprise to address social, economic and environmental issues in this area of Birmingham.

The work package will build a critical mass of social entrepreneurs working to solve issues and react to market opportunities across health, food, technology, education and tourism. This network will develop links between local people, businesses, public sector bodies, local groups and local investors to create a body of likeminded people keen to connect with, and support community-rooted entrepreneurs and social producers. The project plans to engage with at least 110 social enterprises and support up to 60 social enterprises (including 15 new start-ups created). 15 local schools will be involved in the social enterprise awareness programme and a total of 45 work placements for

the local people will be created within social enterprises. (Lead: iSE (Initiative for Social Entrepreneurs). Contact: Sarah.Crawley@i-se.co.uk)

Work Package 7 - Understanding and strengthening community assets and finance (Timeframe: 12/2016-10/2019)

This work package will provide a baseline analysis of current community capital assets and finance going into the community. Crucially, this WP will use the intelligence and results emerging from USE-IT! as a basis for feasibility work to inform how we strengthen and use innovative forms of finance to continue to connect macro-assets (for example businesses with a stake in the area such as developers responsible for key regeneration sites and large institutions such as the NHS Hospital Trust) and micro-assets longer-term to provide a sustainable way of ensuring the results of the project continue to be supported beyond the UIA programme.

This strand will provide support to the social impact bond scheme the project plans to set up in the final delivery year. It may also include recommendations on establishing a community endowment, social bond, crowd-sourced finance etc. This will include an analysis of the resources and interests of potential funding sources / donors and how they align to specific community needs and opportunities that USE-IT! has tested and developed. (Co-Lead: Birmingham City Council and iSE. Contact:

Karolina.medwecka@birmingham.gov.uk and Sarah.crawley@i-se.co.uk)

Work Package 8 – Closure and knowledge transfer (Timeframe: 11/2019-10/2020)

This work package will oversee the administrative closure of the project providing the UIA secretariat with the required administrative documents, final progress report, audited expenditure and final payment claim. It will also ensure the effective knowledge transfer from the project by producing a final qualitative evaluation report (with support from UIA experts) drawing on the main lessons learnt and that captures the main knowledge generated during project implementation, as well as participating in national and / or international conferences to share the main lessons learnt and to explore the possibility to actively transfer the project to other cities across Europe. (Lead: Birmingham City Council. Contact: Karolina.medwecka@birmingham.gov.uk)

Management

Birmingham City Council will act as project's Lead Accountable Body.

Place Directorate will provide partnership management and strategic oversight (0.3 FTE, Head of Ladywood District (GR7)) and the European & International Affairs Team will provide Contract Manager (1x FTE (GR5)) and finance support (0.7 FTE (GR4/5)). Other BCC teams relevant to the content of the project have been engaged in the project design and will continue to be engaged in implementation.

These teams include: Employment, Commissioning Centre for Excellence, Planning and Regeneration.

Birmingham City Council (BCC) will lead the Project Management Work package (see WP2) and co-lead WP7 (as explained above).

Financial Implications (decisions will be carried out within existing finance and resources)

Grant conditions will be detailed in the Grant Agreement between the European Commission and the City Council, based on the activities described in the project application.

Birmingham City Council as Accountable Body will manage the project and ensure that funds are spent to deliver the outputs as specified in the grant agreement. The European Commission may seek to clawback funding if expenditure is deemed ineligible according to European Commission regulations, or if funding is claimed for activities/outputs that did not take place.

A Partnership Contract will be put in place with each delivery partner, to ensure that the terms and conditions of the Grant Agreement are delegated accordingly. The Partnership Contract will allow performance and financial risks to be formally managed

and mitigated by the Council as the Lead Authority. First advance payment will be sent to Birmingham City Council 90 days after the Subsidiary Contract's signature. BCC will then defray partners on the basis of quarterly claims submitted to the Contract Manager.

Costs associated with the funding agreement and undertaking the 'Lead Authority' role will be recovered from programme management resources included within the Project.

BCC's total budget of £639,764.03 will be allocated as follows:

1. BCC existing staff = £362,165.11
2. Office and Administration (15% flat rate of staff budget heading) = £54,324.77
3. Formative evaluation (commissioned externally) = £115,566.40
4. Services (room hire, transport, dissemination event) = £65,843.09
5. Small improvement fund for the Ladywood Health and Community Centre (preparing space for social enterprises) = €30,000
6. Project related travel (including foreign travel) = £7,123.28
7. Equipment for BCC staff = £4,741.38

Revenue Consequences

There are no on-going revenue consequences for Birmingham City Council after the close of this scheme.

Legal Implications

Under the general power of competence in Section 1 Localism Act 2011, the Council has the power to enter into the arrangements set out in this report and they are within the boundaries and limits of the general power of competence in Sections 2 and 4 Localism Act 2011.

Legal and compliance issues associated with the EU grant and project will be delivered within the conditions of grant aid.

Public Sector Equality Duty

Initial Equality Analysis (EA001241) has been performed in March 2016 and submitted with the Cabinet Report seeking the approval to bid.

Procurement and Sub-Contracting

Planned sub-contracting activity:

- external evaluation £ 115,566.40 (below OJEU threshold)
- room hire and transport hire = £ 65,843.09 (below OJEU threshold)
- small improvement fund for Ladywood Health and Community Centre to prepare the space for social enterprises = £30,000.00 (below OJEU level)

Commissioning of external evaluation will commence in the 2Q of 2017. Room hire and transport hire are on-going costs related to the organisation of external meetings in the project delivery area. Small improvement works in the Council owned Ladywood Health and Community Centre have been planned for early 2018.

Contract Management and Monitoring

The Council will lead the contract management in respect of all commissioned USE-IT! activity. This activity will also include management of partnership agreements (Conditions of Grant Aid) signed with all 14 project formal partners and will be led by the project Contract Manager supported by project Finance Officers accountable to the Contract Manager. They will ensure delivery and compliance through implementing the

Council's monitoring process set out in detail below. As a minimum the approach will include the following elements:

- written monthly claim submission
- regular verification visits to coincide with claims
- half yearly detailed spot checks involving sample audit procedures
- formal annual contract reviews.

Funding Package

The project is based on a gross value of £3.13m. 80% of which will be grant £2.51m, 20% match funding from partners, £0.62m (exchange rate from the month of the relevant grant payment will be applied). Budget will be used over four financial years (2016/17, 2017/18, 2018/19, 2019/20) with an envisaged start date of November 2016 (retrospection is allowed by the European Commission to account for the project preparation and Initiation Phase planned from 1 November 2016 – 28 February 2017). Delivery is planned until 31 October 2019; project closedown and dissemination until 31 October 2020.

In line with EU guidance, this gross value is to be made up as follows:

		€m	£m approx.	Monthly average exchange rate from January'17
Grant	80%	€2.91	£2.51	
Matched Funding from project partners including BCC's match	20%	€0.73	£0.62	
Total Bid	100%	€3.64	£3.13	

The BCC match funding amounting to £127,953 will be comprised of:

- Place Directorate £30,000 contribution from existing approved budgets,
- Staff time costs of existing BCC staff = £97,953

All 15 partners in the partnership were required to identify 20% match funding; most of which is over 3 years from 1 November 2016 – 31 October 2019. There is a subsequent 4th year for project closedown and dissemination activities.

	Partner organisation	£ Total Grant funding	£ Total Match funding
		Financial years 2016/17, 2017/18, 2018/19 and 2019/2020	
	Birmingham City Council	511,811.22	127,952.80
	The University of Birmingham (UoB)	628,515.39	157,128.84
	Karis Neighbour Scheme	37,941.82	9,485.46
	Initiative for Social Entrepreneurs [iSE]	443,160.34	110,790.09
	Birmingham Voluntary Services Council (BVSC)	18,747.29	4,686.83
	Localise West Midlands	12,413.79	3,103.45
	Smethwick Church Action Network (Smethwick CAN)	21,899.25	5,474.82
	Co-operative Futures	188,965.52	47,241.38
	Birmingham City University	160,994.34	40,248.59
	Canal and River Trust	9,373.65	2,343.41
	Sandwell and West Birmingham Hospitals NHS Trust	155,426.95	38,856.73
	Father Hudson's Care	37,941.82	9,485.46
	Health Exchange CIC	197,379.21	49,344.80
	Greater Birmingham Chambers of Commerce	29,793.10	7,448.28
	Citizen Coaching CIC	55,889.66	13,972.41
	Total USE-IT!	2,510,253.34	627,563.34
	Commitment to the match funding outlined above from external partners has been confirmed in writing by all partners.		
	Revenue consequences <p>There are not on-going revenue consequences for Birmingham City Council beyond those identified in this report.</p> <p>They City will be the Accountable Body for the EU grant which will involve receiving grant on behalf of partnership. To minimise the risk of clawback the Accountable Body will ensure that all grant conditions are enforced through back to back partnership agreements with all Delivery Partners. This will be managed so as to ensure that there are no on-going capital/revenue implications for BCC. Further details as to how such risks will be managed are included in the Risk Register (Appendix C).</p>		
Links to Corporate and Service Outcomes	<p>The proposal contributes towards <i>Council business plan and budget 2016+</i>. It contributes specifically to the following key strategic outcomes: 1. Strong economy, 4. Thriving local communities and 5. A healthy, happy population.</p> <p>It responds to the following objective identified in the Council's budget 2016-2017:</p> <ul style="list-style-type: none"> - Economic growth and jobs – the project will stimulate economic developments 		

	<p>and provide support for job creation, skills training and sustainable business growth which will impact greatly on the prosperity and wellbeing of the relevant communities (Greater Icknield - Ladywood and Soho Districts).</p> <p>The project cuts across portfolio of five Cabinet Members (Cabinet Members for Health and Social Care, Jobs and Skills, Transparency, Openness and Equality, Housing and Homes, Clean Streets, Recycling and Environment).</p> <p>It fits strategically and timely with the Greater Icknield Masterplan.</p>		
Project Definition Document Approved by	N/A	Date of Approval	N/A
Benefits Quantification-Impact on Outcomes	Measure		Impact
	<p><u>WP4 Community Research Training:</u> Unlocking innovation in Sustainable Urban Development for Deprived Urban Communities: 60 community researchers trained over three years, 12 community ambassadors identified, 3000 residents interviewed, 3 analytic reports produced (evaluation of the process conducted), 1 strategy for widening participation in HE developed, 10 dissertations on urban poverty developed on the basis on the community research, 2 MA dissertation for members of the community funded.</p>		<p>Improved dialogue between the community and the organisations delivering support and policies that affect them,</p> <p>Impact on the community: A direct impact of this package will be on the people in the community who will be selected as Community Researchers (60 participants). We will support them to raise their aspirations and to access affordable educational and training opportunities.</p> <p>Improvement of the lives of individuals and communities living in the targeted area (life expectancy, health, etc). This will be measured against another community – not targeted where community researchers will work during the last year of the project delivery.</p> <p>Impact on policy making: Community Researchers will be involved in the Community Challenge Board which will give an opportunity to discuss empowerment and bottom up policy making and shape the strategy for future engagement.</p>
	<p><u>WP5 Matching job skills in the community with demand:</u> The development of a replicable model of identification, engagement and support for migrants with unrecognised overseas qualifications will result in a better utilised human resources in the area that suffers from skills shortages (medical sector).</p>		<p>Outputs will be 225 residents accessing the service and entering job pathways, 60 individuals supported to sustainable (better paid) jobs.</p> <p>The impact of this activity will be two-fold – filling in the skill gap in NHS (primarily medical sector but not only) and supporting individuals living in the community adjacent to the hospital to better paid jobs.</p> <p>The desirable result will be the change of the income profile in the community living nearby the hospital.</p>
	<p><u>WP6 Social Enterprise and Social Production:</u> A tailored programme of support developed for individuals with</p>		<p>Outputs: The project plans to engage with at least 110 social enterprises and support up to 60 social</p>

	entrepreneurial skills who would then set up their own social enterprises and contribute to the economy of their neighbourhood.	enterprises (including 15 new start-ups created). 15 local schools will be involved in the social enterprise awareness programme and a total of 45 work placements for the local people will be created within social enterprises. Impact: will be created by linking the adjacent community with the investment and creating synergy effect on the whole community through unlocking self-determination and self-creation of opportunities.
	WP7 Understanding and strengthening community assets and finance: Sustainable financing models developed for the social enterprises created/developed.	Outputs: two financial models will be tested: Social Impact Bonds and Social Business Investors (Angels). Impact: sustainable finance mechanism provided for social businesses created (exit strategy).
Project Deliverables	<ul style="list-style-type: none"> • WP4: 60 community researchers trained over three years, 12 community ambassadors identified, 3000 residents interviewed, 3 analytic reports produced (evaluation of the process conducted), 1 strategy for widening participation in HE developed, 10 dissertations on urban poverty developed on the basis on the community research, 2 MA dissertation for members of the community funded • WP5: 225 residents accessing the service and entering job pathways, 60 individuals supported to sustainable (better paid) jobs. • WP6: 110 social enterprises engaged and up to 60 social enterprises supported (including 15 new start-ups created). 15 local schools involved in the social enterprise awareness programme and a total of 45 work placements for the local people created within social enterprises. • WP7: Sustainable financing models developed for the social enterprises created/developed. 	
Scope	<p>Our initial focus is on residents living in the Greater Icknield area (Birmingham from Ladywood, Soho, to the site of the new Midland Metropolitan Hospital in Sandwell). The University of Birmingham identified this as a functional economic area with significant macro assets (e.g.: the new Hospital, four major housing redevelopments) and persistently high levels of high levels of multiple deprivation.</p> <p>Reductions in public sector finance, failure of previous public policies and the increased complexity and fragmentation of initiatives, means that people in many neighbourhoods live with persistent levels of deep-seated poverty. We will target the community with a large outreach and action research programme looking particularly for individuals with medical skills linking them with NHS jobs (WP5) and entrepreneurial skills referring them to the Social Enterprise support programme (WP6).</p>	
Scope exclusions	<p>Individuals from outside Greater Icknield.</p> <p>Some individuals will be eligible for WP6 support providing that their social enterprises will contribute to the Greater Icknield economy, i.e. move their operations to Ladywood Health and Community Centre or Soho Foundry (Sandwell).</p>	
Dependencies on other projects or activities	<p>The project is dependent upon the following:</p> <ul style="list-style-type: none"> • Subsidiary Contract to be issued by the European Commission (expected before the end of February 2017). • Project Partners The success of the project is highly dependent on every individual partner. Every partner has the responsibility to observe the rules that come from the UIA and with the project. They bear the responsibility for outcomes in their individual work packages. They are also responsible for match funding they pledged. 	

	<ul style="list-style-type: none"> • Work Packages The project can only be successful if all the activities are carried out as Planned – in line with the application form accepted by the EC. • Changes Only two major changes are allowed to be made during the life cycle of the entire project (excluding initiation phase), which means that all stakeholders have to stick to their plans carefully. • Changes in political/economic/labour market context affecting demand or ability to achieve positive employment outcomes – particularly important in case of WP5 working with individuals with unrecognised overseas qualifications.
Achievability	<p>Significant progress has been made in developing an effective and unique delivery partnership and securing the required match funding package at the local level.</p> <ul style="list-style-type: none"> • A full application for the project has been submitted on 31 March 2016 and selected for funding by the European Commission's evaluation panel. • Project Initiation Phase (current) needs to be closed and the project needs to move to the Delivery Stage – subject to the UIA Secretariat approval of: 1. Revised application form uploaded, 2. Justification of changes submitted to the UIA Secretariat, 3. Individual Partnership Agreements between BCC and partners established. All requirements have been met within deadlines set up by the UIA Secretariat – deadline for partnership Agreements with delivery partners is end of February 2017. • Regular meetings are held together with all WP-leads every two weeks, which keep all participants up to date. Those meetings are also used to discuss/solve potential issues that may have come up, which makes it possible to work together closely. • A training for all partners took place on 20th January 2017. This training was lead by BCC project management and served to inform everyone about rules and guidelines of the project that have to be realised by each partner. <p>Key risks</p> <ul style="list-style-type: none"> • Managing project continuity and delivery if / when there are staff changes in the partnership or within the Project Management team (Contract Manager, Partnership Manager and Finance Officer) of the lead partner • Partnership too big to manage – this can delay decisions and make it hard to work towards common objectives and aspirations. • Recruitment of Community Researchers delayed or ineffective. • Lack of sufficient residents with overseas qualifications (NHS relevant) • Delayed identification of social enterprises or potential social entrepreneurs willing to take part in the project • Exchange rate fluctuation – risk will be shared with all delivery partners <p>Risks will be managed to remove or mitigate them as far as possible and a risk register is include at Appendix C.</p>
Project Managers	Karolina Medwecka, 0121 303 3064, Karolina.Medwecka@birmingham.gov.uk
Budget Holder	Lloyd Broad, 0121 303 2377, Lloyd.Broad@birmingham.gov.uk
Sponsor	Lloyd Broad, 0121 303 2377, Lloyd.Broad@birmingham.gov.uk and Lesley Poulton, Head of Ladywood District, Lesley.poulton@birmingham.gov.uk
Project Accountant	Sukki Dhaliwal, 0121 303 4670, Sukki.Dhaliwal@birmingham.gov.uk and Nathan Smallwood, 0121 303 4670, Nathan.smallwood@birmingham.gov.uk
Project Board Members	Lesley Poulton (BCC), Karolina Medwecka (BCC), Susannah Goh (Birmingham City University), Peter W. Lee (UoB), James Pollitt (NHS), Sarah Crawley (iSE); Sukki Dhaliwal (BCC).

Head of City Finance (HoCF)		Date of HoCF Approval:	
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2. Budget Summary

Capital Costs & Funding (revenue project)	Voyager Code	Financial Year 1 2016/17	Financial Year 2 2017/18	Financial Year 3 2018/19	Financial Year 4 2019/20	Closure 2020/21	Totals £
Total Project Budget							
Birmingham City Council	TA-01869-01	50,155.61	201,584.53	202,994.01	172,098.85	12,931.03	639,764.03
The University of Birmingham (UoB)		34,477.43	268,349.91	262,958.56	219,858.34	-	785,644.23
Karis Neighbour Scheme		1,790.38	16,635.12	15,793.28	13,208.50	-	47,427.28
Initiative for Social Entrepreneurs (iSE)		4,419.89	179,047.12	191,091.32	179,392.10	-	553,950.43
Birmingham Voluntary Services Council (BVSC)		1,300.59	7,803.56	7,803.56	6,526.41	-	32,434.12
Localise West Midlands		-	5,476.03	5,476.03	4,565.17	-	15,517.24
Smethwick Church Action Network (Smethwick CAN)		658.05	9,424.35	9,424.35	7,867.29		27,374.05
Co-operative Futures		-	83,357.41	83,357.41	69,492.07	-	236,206.90
Birmingham City University		11,168.98	67,013.90	67,013.90	56,046.16		201,242.93
Canal and River Trust		650.29	3,901.78	3,901.78	3,263.20	-	11,717.06
Sandwell and West Birmingham Hospitals NHS Trust		3,885.67	71,593.53	64,696.47	54,108.01	-	194,283.68
Father Hudson's Care		1,790.38	16,635.12	15,793.28	13,208.50	-	47,427.28
Health Exchange CIC		512.07	85,164.02	86,559.40	74,488.53	-	246,724.02
Birmingham Chamber of Commerce (CoC)		-	13,142.48	13,142.48	10,956.41	-	37,241.38
Citizen Coaching CIC		707.59	22,022.10	23,950.28	23,182.10	-	69,862.07
Totals		111,516.93	1,051,150.96	1,053,956.11	908,261.64	12,931.03	3,146,816.70

BCC's budget									
BCC Grant allocation				Match funding contribution				Total	
ERDF (€) (a)		ERDF grant (%)		Public match contribution (€) (b)		Total Contribution (%)		Total Eligible Cost (€)	
511,811.21		80%		127,952.80		20%		639,764.03	
Breakdown of BCC Budget per Work Package/ Budget Line									
Work Package	Staff Costs (£)	Office and administration (£)	Travel and accommodation (£)	External expertise and services (£)	Equipment (£)	Infrastructure and Works (£)	Sub-total (£)	Revenues (£)	Total (£)
WP 1	0.00	0.00	0.00	17,241.38	0.00	0.00	17,241.38	0.00	17,241.38
WP2	338,384.03	50,757.60	6,959.48	180,925.87	4,741.38	0.00	581,768.36	0.00	581,768.36
WP3	1,292.33	193.85	163.79	311.21	0.00	0.00	1,961.18	0.00	1,961.18
WP4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP6	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP7	22,488.76	3,373.31	0.00	0.00	0.00	0.00	25,862.07	0.00	25,862.07
WP8	0.00	0.00	0.00	12,931.03	0.00	0.00	12,931.03	0.00	12,931.03
Totals (BCC budget)	362,165.11	54,324.77	7,123.28	211,409.49	4,741.38	0.00	639,764.03	0.00	639,764.03
% of total budget	56.61 %	8.49 %	1.11 %	33.04 %	0.74 %	0.00 %	100.00 %	0.00 %	100.00 %
Planned Start date for delivery of the project		Eligible project start date: 1 November 2016 (project will fund the period 1.11.2016 – 28.02.2017 retrospectively)			Planned Date of Technical completion		31 October 2019 (one additional year has been granted for project closure and dissemination 1.11.2019-31.10.2020)		

The above breakdown of Budget per Work Package/ Budget Line is being currently developed by each partner and this will form part of the contractual agreement with them.

3. Checklist of Documents Supporting the FBC

[illegible]